

Utah's Division of Child and Family Services

Northern Region Report

Qualitative Case Review Findings

Review Conducted

January 26-29, 2015

February 23-26 2015

A Report by

The Office of Services Review, Department of Human Services

I. Introduction

Due to caseloads shifting between the major metropolitan counties along the Wasatch Front (Weber, Davis, Salt Lake and Utah Counties), the ratio of cases has been adjusted to more accurately reflect the proportion of cases between these communities. This has resulted in an increase in the total number of cases reviewed in Northern Region for FY2015 compared to prior review years. The total number of cases reviewed in FY15 was 40 cases compared to 35 cases in FY14. The increase required the review to be divided into two review weeks whereas in previous years the review was conducted in a single week. The reviews were conducted during the weeks of January 26-29 and February 23-26, 2015.

Reviewers were selected from the Office of Services Review, the Division of Child and Family Services, community partners and other interested parties. Reviewers included individuals from the following organizations and agencies:

- Los Angeles County
- North Dakota State
- Salt Lake County Youth Services
- Northern Region Quality Improvement Committee
- Division of Juvenile Justice Services
- Wasatch Mental Health
- Adoption Exchange

The 40 cases were randomly selected for the Northern Region review. The case sample included 29 foster care cases and 11 in-home cases. All five offices in the region had cases selected as part of the random sample, which included the Bountiful, Brigham City, Clearfield, Logan, and Ogden offices. A certified lead reviewer and shadow reviewer were assigned to each case. Information was obtained through in-depth interviews with the child (if old enough to participate), his or her parents or other guardians, foster parents (if child was placed in foster care), caseworker, teacher, therapist, other service providers, and others having a significant role in the child's life. Additionally, the child's file, including prior CPS investigations and other available records, was reviewed.

Staff from the Office of Services Review met with region staff on June 25, 2015 in an exit conference to review the results of the region's QCR. Scores and data analysis were reviewed with the region.

II. Stakeholder Observations

The results of the QCR should be considered within a broad context of local and regional interaction with community partners. Each year Office of Services Review staff members interview key community stakeholders such as birth families, youth, foster parents, providers, representatives from the legal community, other community agencies, and DCFS staff. On January 13, 2015, members of OSR staff interviewed individuals and groups of DCFS staff and community partners. DCFS staff interviewed included the Regional Director, region administrators, supervisors, caseworkers, clinical staff. Community partners interviewed included an assistant attorney general, guardian ad litem, Grand Families, Connect2Kids, and KT&T Proctor and Treatment program. Strengths and opportunities for improvement were identified by the various groups of stakeholders as described below.

It should be noted that Northern Region has been involved in the implementation of a new initiative called HomeWorks. This initiative focuses on safety assessment, safety planning, family preservation, and intensive home-based services. This strategy is intended to prevent more children from being removed from their home by applying specific tools to assess the safety and risk of children and reduce safety concerns through safety planning coupled with more frequent and intensive contact by the caseworker with the family until services and interventions lead to changes that promote safety. This initiative has been a consuming focus of the region during the prior year. As a result, much of the content of the stakeholder interviews pertains to the HomeWorks initiative.

From interviews conducted with DCFS personnel:

STRENGTHS:

- Staff has developed a handbook which has simplified the “Protective Factors” principles this has helped staff and families implement the HomeWorks initiative.
- The staff is developing new ideas on how to better train and implement more of the skills and principles from the “Protective Factors” through developing new games and activities to be used with families.
- The HomeWorks strategy has worked well in preventing removal including some really challenging cases where drug use was chronic or severe.
- The parental defense attorneys are supportive and pleased with the philosophy of the HomeWorks initiative.
- Over time workers have become more adept at recognizing which families will be best served through the HomeWorks initiative or foster care. As a result, HomeWorks has reduced the frequency of removals. Workers have become more experienced with the tools and philosophy so the removals that are occurring are deemed to be absolutely necessary.
- Workers are doing concurrent permanency planning on HomeWorks cases. Workers are asking families to identify kinship caregivers who could provide for the children should it become necessary. These folks are then invited to join the Child and Family Team.
- The HomeWorks initiative has provided a much better framework for specific talking-points for workers to conduct home visits with families.

- Legal partners are becoming more familiar and more comfortable with the HomeWorks initiative.
- Grand Families is starting to have more of a presence in the region. Grand Families has been in Davis County for short a period of time. Grand Families is opening an office in Weber County and hopes to expand their services and supports to other areas in the region. For more information about Grand Families see <http://grandfamiliesutah.org/>
- There is a perception among staff that foster cases are resolving more quickly than before.
- There is a perception among staff that there are more kinship resources for children than in the past. This is seen to be a positive.
- There has been greater focus and attention by the region to find more absentee parents. Locating and involving these parents has benefits and challenges when it comes to working the case.
- Workers have become adept about using technology in the search for missing parents.
- Creating a Child and Family Plan in SAFE is much easier than it used to be.
- Access to mental health services is generally available. The Initial assessments from Weber County Mental Health tend to be timely, thorough and accurate. The initial assessments from Davis Behavioral Health and Bear River Mental Health-Logan are acceptable.
- The mental health providers throughout the region have been great supporters of family preservation ergo the HomeWorks initiative is readily embraced by these partners.
- The relationship between DCFS and the Assistant Attorney General is good. Workers feel support by legal partners.
- Caseloads seem to be manageable.
- HomeWorks initiative has contributed to the growth of new resources in the area.
- The region has developed a timeline for helping determine whether HomeWorks is working for the family or not and whether other actions need to be taken.
- The HomeWorks initiative has improved staff skills, improved worker attitude towards family preservation and created greater awareness of how to meet a family's needs.
- The Adoption Exchange/Wendy's Wonderful Kids has added a permanency worker assigned exclusively to the NR to help DCFS workers find permanent homes for dependent children.
- The region has tried some creative and unconventional strategies in the pursuit of permanency for dependent children.
- Proctor providers are becoming more supportive of working with DCFS to find permanent homes for dependent children.

OPPORTUNITIES FOR CHANGE:

- Services for non-English speaking families are limited or non-existent. This was the most prevailing need identified by staff.
- Some forms and documents are unavailable in languages other than English. Some forms are available in Spanish on a limited basis.
- There is confusion between the State Office and the Region about how to manage preliminary kinship/foster placements. Some of the confusion pertains to whether staff

should encourage kinship caregivers to become licensed kinship caregivers or not. Another source of confusion pertains to how workers and kin caregivers can capitalize on resources for children and which options will best meet the needs of the child/ren and caregiver family.

- Services for those with mental health and cognitive delays are underpowered or absent. In the absence of the service individuals settle for using mainstream services which tend to be “cookie cutter” and ineffective.
- The HomeWorks initiative has contributed to a feeling among workers that the role has shifted from case manager to service provider.
- While there is a need for specific services such as native language services, in some instances, the need for service is much more fundamental, such as transportation for example.
- There is a period of time between transferring a case from the CPS worker to the HomeWorks worker where communication could be better/sooner.
- DCFS is resistant to close cases when there are still loose ends.
- It seems like expectations of the job keep growing but nothing is ever removed from the workload. This contributes to the frustration within the workforce.
- Cases coming from CPS intake are not always complete or have inaccurate information.
- Some judges are ordering worker to make visits more frequently than the safety and risk assessment tools require.
- The quality of the peer parenting experience has deteriorated since the contract was centralized. As a result Peer Parenting is being used less frequently or not at all.
- Weber County Observation and Assessment is making too frequent recommendations for DCFS placements or services.

SOMEWHERE IN THE MIDDLE:

- Administration is aware of the need for services in native languages and efforts are being made to increase the availability of services (especially Spanish).
- In some cases, workers have been reluctant to remove children (due to the HomeWorks initiative) but ultimately many of these cases resulted in removal. To a small extent this has undermined the viability of the HomeWorks initiative. However, there have been enough success stories to keep staff and partners optimistic and engaged.
- Some of the games and activities that have been developed to support the implementation of the HomeWorks initiative have been more successful in Weber County than in Davis County. One opinion as to why this is the case suggests that the games are somewhat juvenile and may not appeal to all socio-economic classes.
- Some CPS workers are resistant to holding a Child and Family Team Meeting in conjunction with a HomeWorks case, but the administrative team continues to promote the use of team meetings during CPS cases where HomeWorks is indicated.
- It is frustrating when there is so much effort to prevent the removal of a child from the home but still results in a removal.
- Teaming has been better but it is still a challenge to involve informal supports at team meetings.

- When the parental defense attorney and other attorneys are present at team meetings, the family tends to be less vocal and defer to the attorneys in the meeting. The dynamic of the meeting is altered by the presence of the attorneys.
- The complexity of the job makes it difficult to train newly hired employees. On occasion, newly hired employees were uncertain as to how well they were doing and more feedback from their supervisor would have been helpful. However other staff reported their supervisor was very helpful in providing feedback.
- CPS intake makes improvements but does not sustain changes.
- Drug testing in Brigham City was limited to a few hours each day, but this has been recently discussed and the results are pending.

INFORMATION:

- There are two dedicated HomeWorks teams in Ogden. One team focuses on court ordered cases while the other team focuses on voluntary cases.
- The dedicated HomeWorks teams are made up of workers who have demonstrated an attitude which is aligned with the HomeWorks philosophy.
- HomeWorks workers have become certified in the provision of specific services.
- HomeWorks teams have Spanish speaking workers assigned to the team.
- The HomeWorks implementation team (including researchers from the University of Utah) has suggested that it will take 3-5 years to measure the saturation level of the initiative and whether the initiative has been successful.

From interviews conducted with Community Partners:

STRENGTHS:

- Legal partners have noted that workers have become more proficient in the identification of families who will be best suited for HomeWorks. Initially the emphasis of family preservation lead to cases going in the HomeWorks direction when removal was the more appropriate course of action. Now workers are more accurately differentiating when the situation calls for removal for protection or HomeWorks and family preservation.
- Teaming is still a principal component of practice. It is expected that teaming will occur and the practice of teaming has become institutionalized in the region.
- The division makes efforts to keep sibling groups placed together.
- The division makes efforts to keep children placed within their community.
- The quality of the Child and Family Plan has improved over the years. Workers are doing a better job of sequencing services in a sensible way and bundling services with a single provider for convenience.
- The change in the law which is intended to promote a “normal childhood” for foster children was a positive change. The region is doing a great job of striving to abide by the spirit of this law.
- The relationship and collaboration between legal partners has been appreciated by all.
- The NR kinship team has been engaged in developing and promoting the relationship with Grand Families.

- Several community partners mentioned how helpful and competent the contract management staff was. Specifically noted was the knowledge staff had in matching the needs of the child with the array of providers.
- The Regional Health Care Team nurses do a great job by providing information and tracking down information or documentation when needed.
- Therapists from proctor agencies will attend Family Team Meetings regardless of whether the meeting is billable or not.
- The direct deposit of payment for services has improved the timetable in which providers are compensated.
- The use of the one-time issue of the Medicaid card is much more convenient than the reissuing of the Medicaid card on a monthly basis.

OPPORTUNITIES FOR IMPROVEMENT:

- Legal partners are under the impression that there are three types of cases. These are HomeWorks, traditional home-based services, and fostercare. This is not the case; all home-based cases are HomeWorks cases.
- Notification of upcoming team meetings is not always timely. Some partners receive less than 24-hour notice of a team meeting.
- The most difficult cases usually involve clients who struggle with mental and developmental issues.
- There could be more efforts to involve the parents in the development of the plan and it would be helpful to document the efforts made to include the family in the development of the plan.
- Grand Families would like to be invited to team meetings.
- Workers are guarded about sharing the intended permanency plans with kinship caregivers.
- Kinship caregivers feel out of the loop about how the parent is doing and so they feel unprepared when the child is reunified or adoption is proposed.
- Some community partners requested DCFS post an agency approved release of information on the DCFS website so partners could access it electronically whenever needed. This would allow for more expedited communication between DCFS and community partners.
- Youth aging out of foster care are not as prepared to be independent as they should be.
- Very few workers are familiar with the language of the contracts and therefore make inappropriate requests or have unreasonable expectations which are outside the scope of the contract.
- Some partner providers feel like the agency is too aggressive in the pursuit of adoption as a permanency outcome. Consultation between agency and provider therapists would be helpful when considering permanency strategies for children.
- When it becomes necessary for a child to change placements, particularly when the child leaves one provider network for another, there could be improved communication between the two proctor agencies.

- Some providers feel DCFS sets the frequency at which therapy will be provided rather than allowing the therapist to determine the rate of therapy based on the needs of the client.
- Notification of Family Team Meetings is not always provided in a timely manner and in some instances the notification is not coming through the worker but rather through other sources or team members.
- Home-to-Home books are used inconsistently. Some workers use the Home-to-Home book more regularly than other workers.

SOMEWHERE IN THE MIDDLE:

- In accordance with HomeWorks, there has been an increase in the contacts by workers with families, but the resources within the community are yet to be developed.
- Partners still believe the greatest contributing factor in determining whether the case and family will be successful is the caliber of the worker assigned to the case, not HomeWorks.
- Legal partners are not certain their participation in team meetings makes the meeting better. When legal partners are present the tenor of the meeting changes, which can be less collaborative. But attending select team meetings is essential.
- There are insufficient services for families who do not speak English fluently. However, there are now parenting classes for native Spanish speaking families.
- Seeking to terminate parental rights may not always be the best solution when the youth is a teenager who continues to have a relationship with the parent.
- Some providers are getting the information necessary to work with youth, but it is not always timely.
- Information on youth in foster care is more complete than information on youth not in care.
- Some workers are more invested than others and as a result the efforts of some workers surpass the efforts of other workers.
- Child and Family Plans are shared with providers, but usually only after the provider requests the plan.

INFORMATION:

- Grand Families offers an array of services and supports for relative caregivers.
- Grand Families can assist relative families navigate the complexity of applying for a specified relative grant.
- Grand Families can accept referrals at any point in the case.
- Grand Families can provide information to kinship families even if the family is not accepted to receive Grand Families services.
- Grand Families is funded for the next three years.
- Connect2Kids operates in Logan.
- Connect2Kids offers services to Spanish Language clients.

III. Child and Family Status, System Performance, Analysis, and Trends

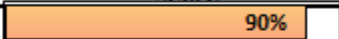










The QCR findings are presented in graphic form to help quantify the observations of the qualitative review. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using this rating scale. The range of ratings is as follows:

- 1: Completely Unacceptable
- 2: Substantially Unacceptable
- 3: Partially Unacceptable
- 4: Minimally Acceptable
- 5: Substantially Acceptable
- 6: Optimal

Child and Family Status and System Performance are evaluated using 15 key indicators. Graphs presenting the overall scores for each domain are presented below. They are followed by graphs showing the distribution of scores for each indicator within each of the two domains.

Child and Family Status Indicators

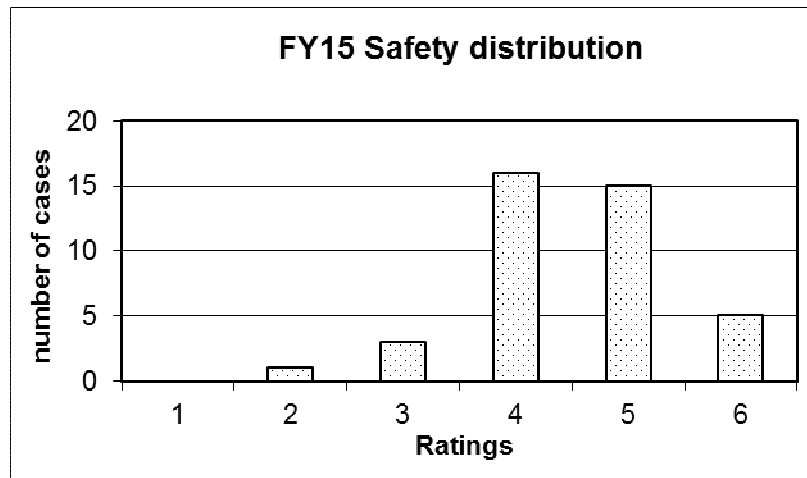
Overall Status

Northern Region	# of	# of	Standard: 70% on all indicators	FY11	FY12	FY13	FY14	FY15
	cases							
	(+)		Standard: Criteria 85% on overall score					
Safety	36	4		88%	89%	94%	100%	90%
Child Safe from Others	38	2		96%	100%	100%	100%	95%
Child Risk to Self or Others	38	2		92%	89%	94%	100%	95%
Stability	33	7		83%	74%	89%	83%	83%
Prospect for Permanence	29	11		88%	74%	60%	71%	73%
Health/Physical Well-being	39	1		100%	94%	100%	97%	98%
Emot./Behavioral Well-being	37	3		88%	83%	83%	91%	93%
Learning	39	1		96%	89%	97%	94%	98%
Family Connections	18	1		na	92%	87%	94%	95%
Satisfaction	34	6		83%	94%	80%	91%	85%
Overall Score	36	4		88%	86%	94%	97%	90%
			0% 20% 40% 60% 80% 100%					

Safety

Summative Questions: Is the child safe from threats of harm in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Does the child avoid self-endangerment and refrain from using behaviors that may put self and others at risk of harm?

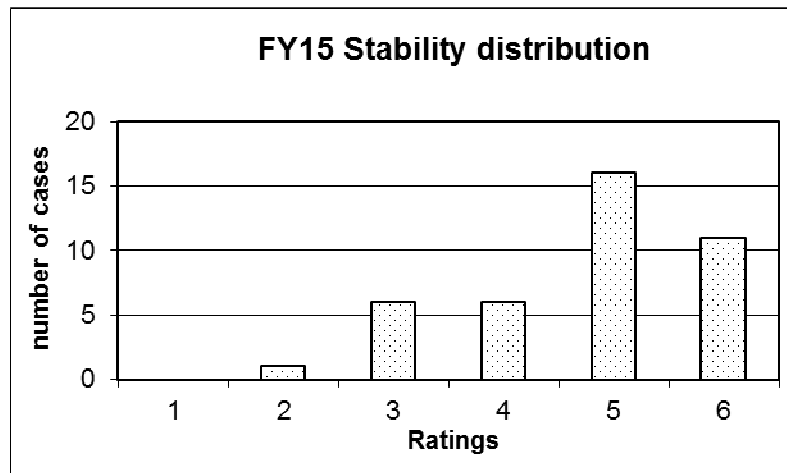
Findings: 90% of cases reviewed were in the acceptable range (4-6). This is a ten point decrease from last year's score of 100%. Out of the 40 cases reviewed, four had unacceptable safety on either the Child's Safety from Others or on the Child' Risk to Self or Others.



Stability

Summative Questions: Has the child's placement setting been consistent and stable? Are the child's daily living and learning arrangements stable and free from risk of disruption? If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

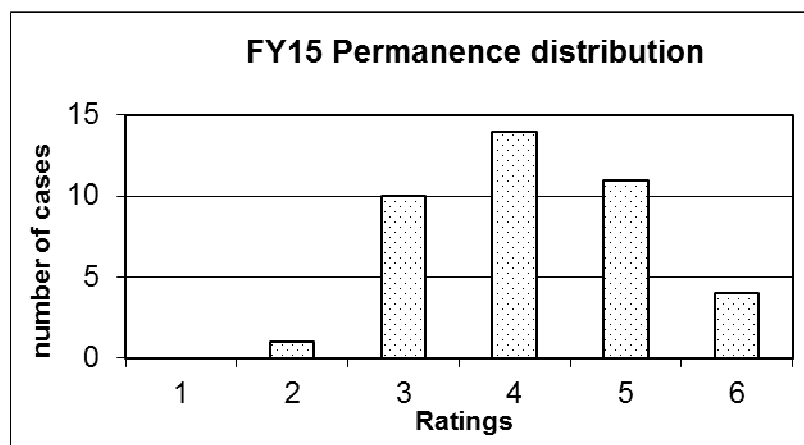
Findings: 83% of cases reviewed were in the acceptable range (4-6). There is no change from last year's score.



Prospects for Permanence

Summative Questions: Is the child living with caregivers that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in enduring relationships that provide a sense of family, stability, and belonging?

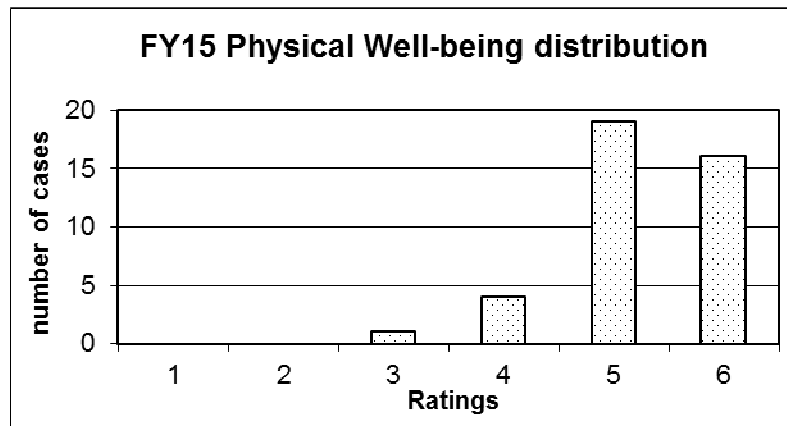
Findings: 73% of cases reviewed were within the acceptable range (4-6). This is an increase from last year's score of 71%.



Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

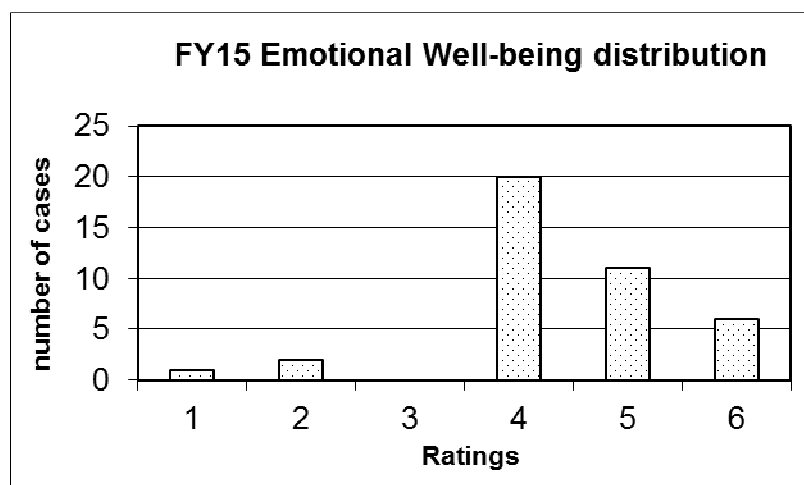
Findings: 98% of cases reviewed were in the acceptable range (4-6). Only one case didn't score acceptable on this indicator.



Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

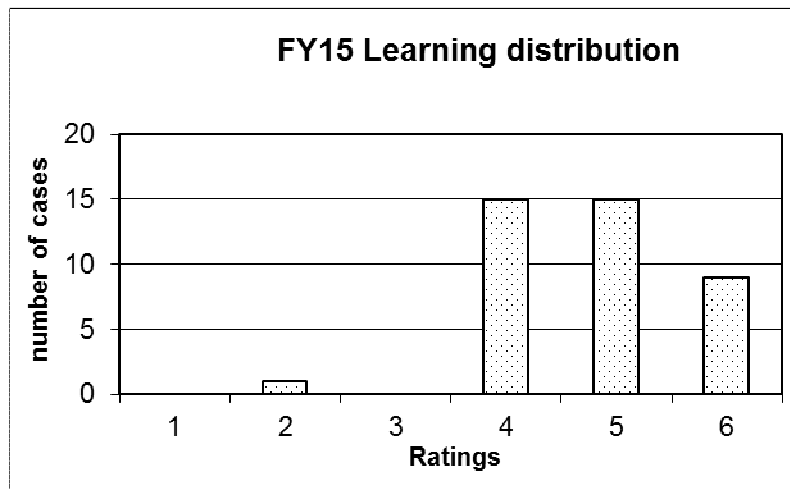
Findings: 93% of cases reviewed were within the acceptable range (4-6). This is a two-point increase from last year's score of 91%.



Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/her age and ability? (Note: There is a supplementary scale used with children under the age of five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.)

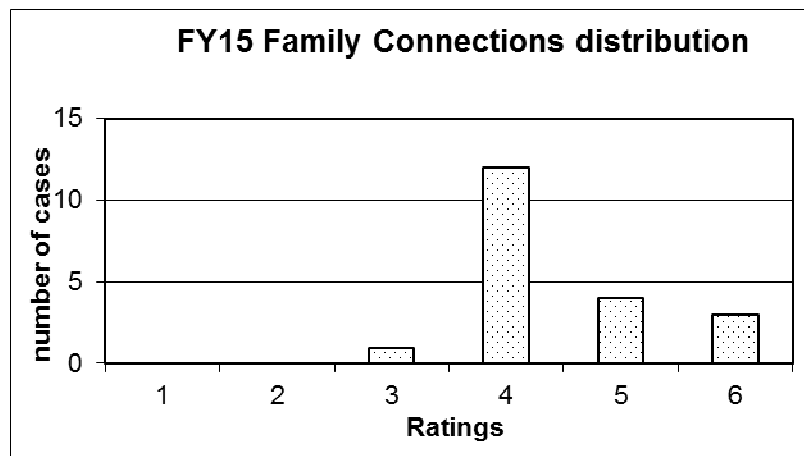
Findings: 98% of cases reviewed were within the acceptable range (4-6). This is four points higher than last year's score of 94%.



Family Connections

Summative Question: While the child and family are living apart, are family relationships and connections being maintained through appropriate visits and other connecting strategies, unless compelling reasons exist for keeping them apart?

Findings: 95% of cases scored acceptable on Overall Family Connections. This indicator measures whether or not the relationship between the child and the mother, father, siblings, and other important family members is being maintained. The score for siblings was 100%. The scores for mothers was 82% and fathers was 88%. For mothers this was a decrease from last year's score of 100%. For fathers there was virtually no change from last year's score of 89%. The score for others was 75% which is a decrease from last year's score of 100%, but the sample size is small making the decrease appear more drastic.

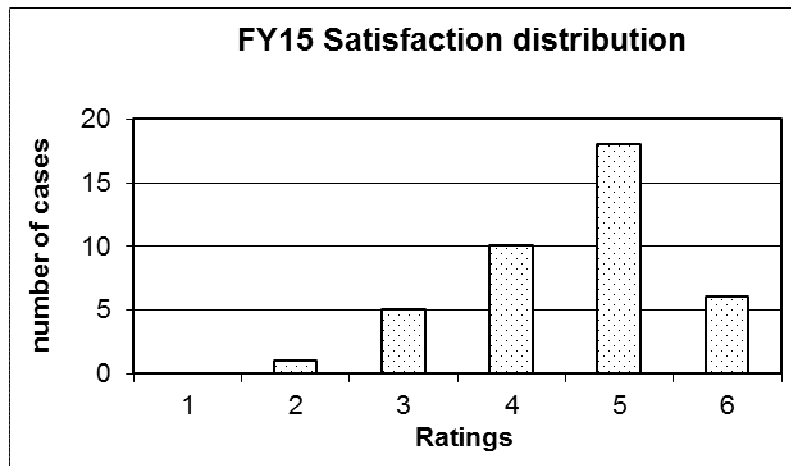


Family Connections			
	# of cases (+)	# of cases (-)	FY15 Current Scores
Overall Connections	17	2	89%
Sibling	2	0	100%
Mother	9	2	82%
Father	14	2	88%
Other	3	1	75%

Satisfaction

Summative Question: Are the child, parent/guardian, and substitute caregiver satisfied with the supports and services they are receiving?

Findings: 85% of cases reviewed were within the acceptable range (4-6) on the overall Satisfaction score. This is a six point decrease from last year's score of 91%. Reviewers rated the satisfaction of children, mothers, fathers, and caregivers. Scores for the individual parties ranged from 100% for caregivers to 17% for others. In this year's review, the category of other was added. This category includes members of the household who play a critical part in the outcomes of the case. These individuals do not fall under the mother or father category since they are not legally related to the child by birth or adoption, but they do assume a parenting role within the household. Some examples of those who would fall into the Other category are stepparents, paramours, and relative caregivers who were raising the child prior to agency involvement. This new category provides a first-time score of 17%.

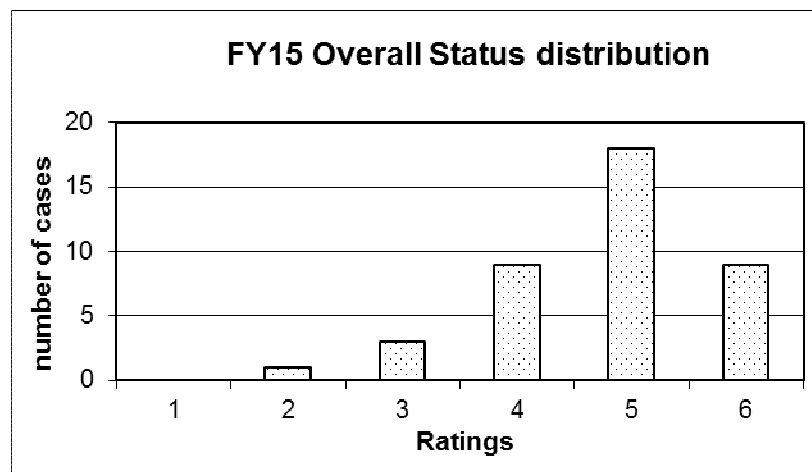


Satisfaction			
	# of	# of	FY15
	cases	cases	Current
	(+)	(-)	Scores
Satisfaction	34	6	85%
Child	12	1	92%
Mother	21	5	81%
Father	16	6	73%
Caregiver	22	0	100%
Other	1	5	17%

Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review scores determined for the Child and Family Status indicators, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the first seven status indicators (minus Satisfaction) must score acceptable in order for the Overall Score to be acceptable. A unique condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a “trump” so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.

Findings: 90% of cases reviewed were within the acceptable range (4-6). This is a seven point decrease from last year’s score of 97%.



System Performance Indicators

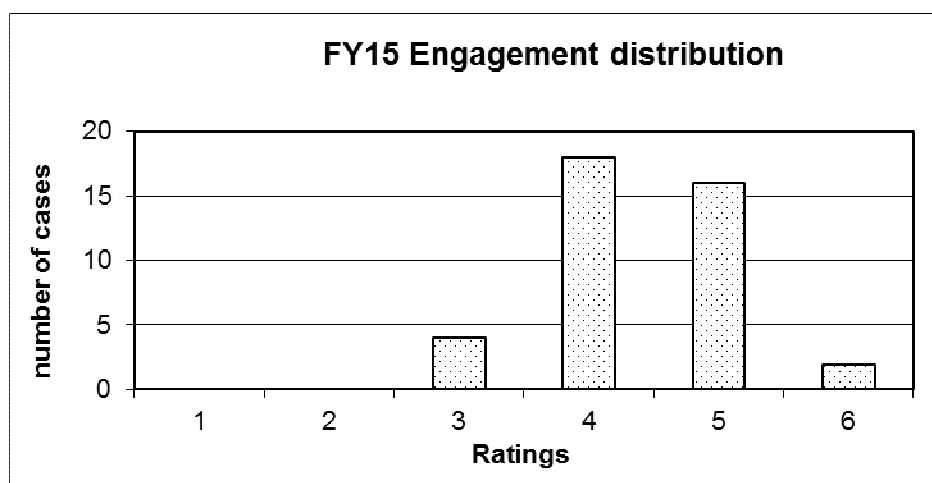
Overall System

Northern Region System Performance	# of cases (+)	# of cases (-)	Standard: 70% on all indicators		FY11	FY12	FY13	FY14	FY15 Current Scores
			Standard: 85% on overall score						
Engagement	36	4	<div><div></div></div> 90%		83%	86%	94%	86%	90%
Teaming	29	11	<div><div></div></div> 73%		71%	80%	69%	74%	73%
Assessment	32	8	<div><div></div></div> 80%		79%	83%	83%	77%	80%
Long-term View	26	14	<div><div></div></div> 65%		83%	74%	63%	80%	65%
Child & Family Plan	30	10	<div><div></div></div> 75%		67%	71%	77%	80%	75%
Intervention Adequacy	36	4	<div><div></div></div> 90%		83%	89%	89%	89%	90%
Tracking & Adapting	37	3	<div><div></div></div> 93%		83%	97%	83%	89%	93%
Overall Score	36	4	<div><div></div></div> 90%		88%	83%	86%	94%	90%
0% 20% 40% 60% 80% 100%									

Child and Family Engagement

Summative Questions: Has the agency made concerted efforts to actively involve parents and children in the service process and in making decisions about the child and family? To what extent has the agency used rapport building strategies, including special accommodations, to engage the family?

Findings: 90% of cases reviewed were within the acceptable range (4-6). This is a four-point increase from last year's score of 86% but still well above standard. Separate scores were given for child, mother, father, other and caregiver. An overall score was then selected by the reviewer. Scores for the various groups ranged from a high of 96% for the child to 57% for others.

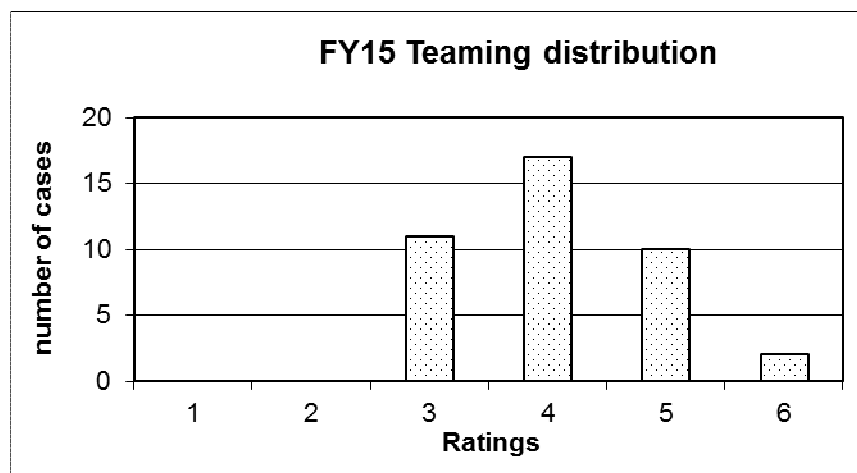


Engagement			
	# of cases (+)	# of cases (-)	FY15 Current Scores
Overall Engagement	36	4	90%
Child	27	1	96%
Mother	26	3	90%
Father	20	5	80%
Other	4	3	57%

Child and Family Teaming

Summative Questions: Do the child, family, and service providers function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination in the provision of services across all providers?

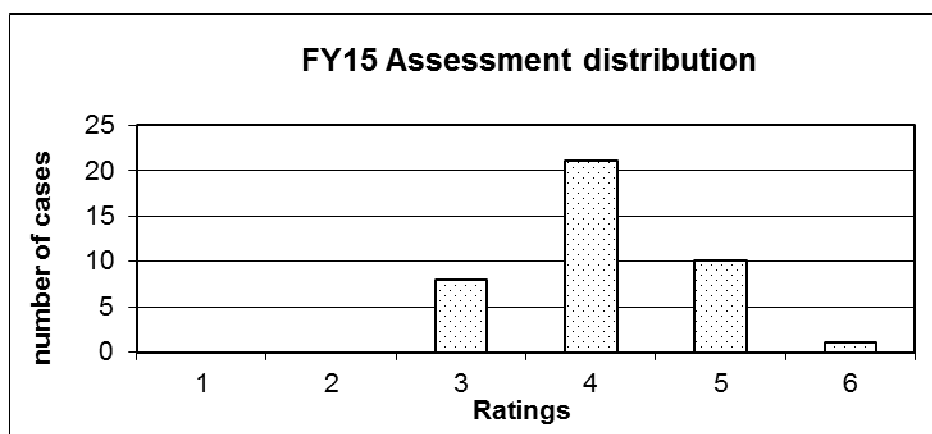
Findings: 73% of cases reviewed were within the acceptable range (4-6). This is virtually no change from last year's score of 74% and above standard. The difference in scores between this year and last year can be attributed to the change in the sample size.



Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified through existing assessments, both formal and informal, so that all interveners collectively have a “big picture” understanding of the child and family? Do the assessments help the team draw conclusions on how to provide effective services to meet the child’s needs for enduring permanency, safety, and well-being? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings: 78% of cases reviewed were in the acceptable range (4-6). This is virtually no change from last year’s score of 77% and still above standard. Individual scores were given for this indicator. Scores ranged from a high of 91% for the caregiver to a low of 63% for others. In this year’s review, the category of Other was added. This category includes members of the household who play a critical part in the outcomes of the case. These individuals do not fall under the mother or father category since they are not legally related to the child by birth or adoption but they do assume a parenting role within the household. Some examples of those who would fall into the other category are stepparents, paramours, and relative caregivers who were raising the child prior to agency involvement.



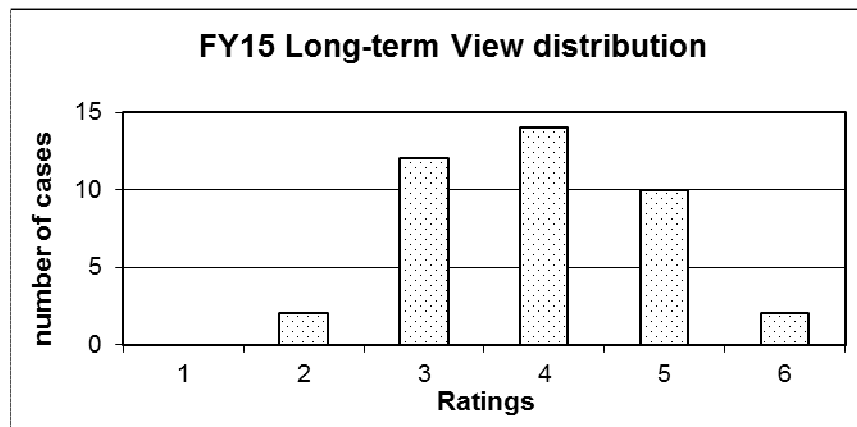
Assessment			
	# of	# of	FY15
	cases	cases	Current
	(+)	(-)	Scores
Overall Assessment	32	8	80%
Child	35	5	88%
Mother	23	6	79%
Father	19	9	68%
Caregiver	20	2	91%

Other	5	3	63%
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Long-term View

Summative Questions: Is there a path that will lead the family and/or child toward achieving enduring safety and permanency without DCFS interventions? Is it realistic and achievable? Does the team, particularly the child/family, understand the path and destination? Does the path provide steps and address the next major transition(s) toward achieving enduring safety and permanence independent of DCFS interventions?

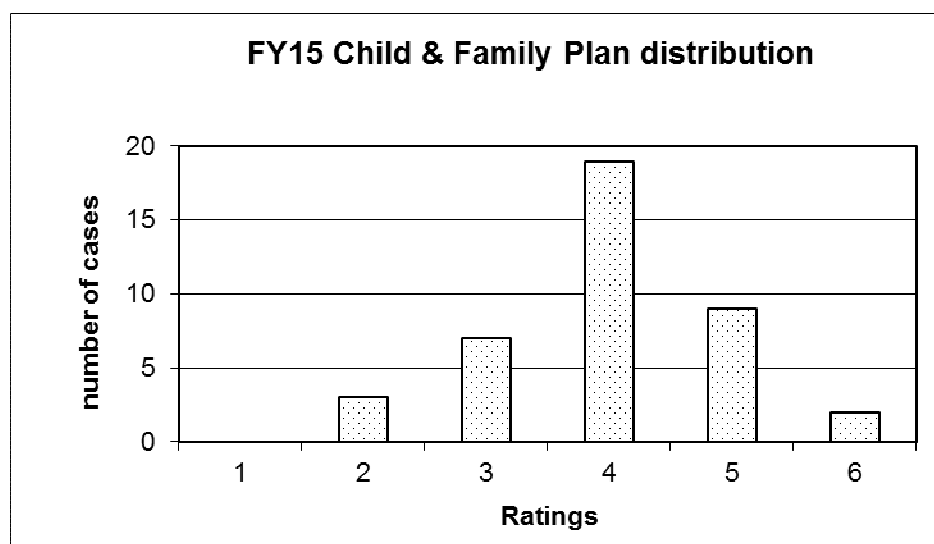
Findings: 65% of cases reviewed were within the acceptable range (4-6). This is a decrease from last year's score of 80% and is below the standard of 70%.



Child and Family Plan

Summative Questions: Is the Child and Family Plan individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

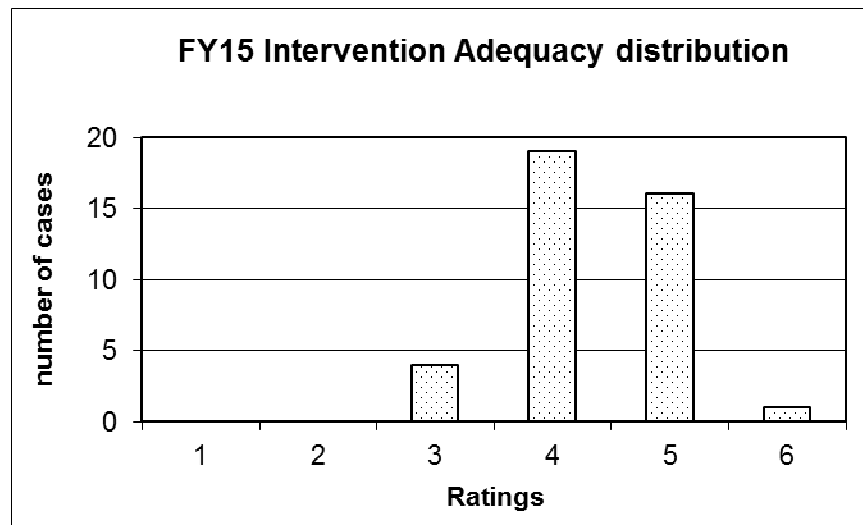
Findings: 75% of cases reviewed were within the acceptable range (4-6). This is a modest decrease from last year's score of 80% but above standard.



Intervention Adequacy

Summative Questions: To what degree are the planned interventions, services, and supports being provided to the child and family of sufficient power (precision, intensity, duration, fidelity, and consistency) and beneficial effect to produce results that would enable the child and family to live safely and independent from DCFS?

Findings: 90% of cases reviewed were within the acceptable range (4-6). This is virtually the same as last year's score or 90% and well above standard. This indicator was scored separately for Child, Mother, Father, and Caregiver. Scores ranged from a high of 91% for mothers to 50% for others. In this year's review, the category of Other was added. This category includes members of the household who play a critical part in the outcomes of the case. These individuals do not fall under the mother or father category since they are not legally related to the child by birth or adoption but they do assume a parenting role within the household. Some examples of those who would fall into the other category are stepparents, paramours, and relative caregivers who were raising the child prior to agency involvement.

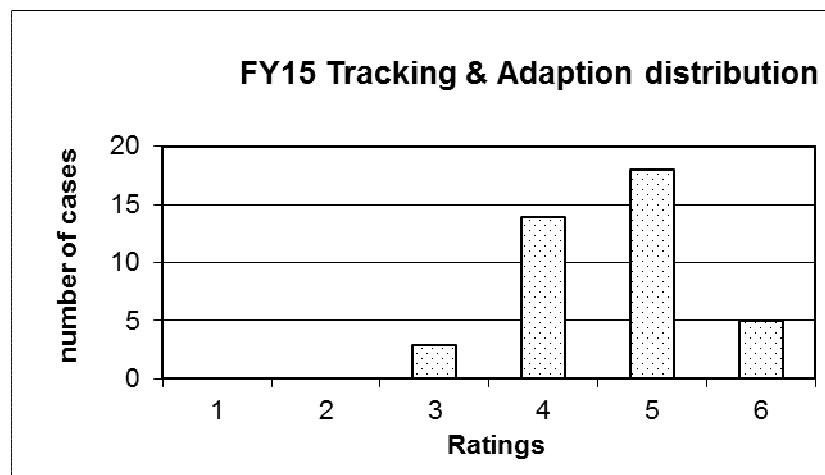


Intervention Adequacy			
	# of	# of	FY15
	cases	cases	Current
	(+)	(-)	Scores
Overall Intervention Adequacy	36	4	90%
Child	36	4	90%
Mother	21	2	91%
Father	11	6	65%
Caregiver	19	3	86%
Other	2	2	50%

Tracking and Adaptation

Summative Questions: Are the child and family status, service process, and progress routinely monitored and evaluated by the team? Are services modified to respond to the changing needs of the child and family and to apply knowledge gained about service efforts and results to create a self-correcting service process?

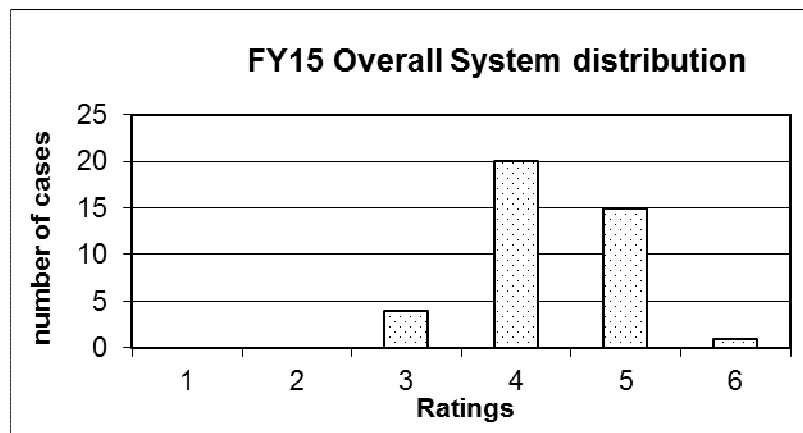
Findings: 90% of cases reviewed were in the acceptable range (4-6). This is virtually the same as last year's score of 89% and well above standard.



Overall System Performance

Summative Questions: Based on the Qualitative Case Review scores determined for System Performance indicators, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance using the 6-point rating scale. In addition to scoring a 4 with this procedure, four of the seven system performance indicators must score acceptable in order for the overall score to be acceptable.

Findings: 90% of cases reviewed were within the acceptable range (4-6). The Overall System Performance score decreased from last year's score of 94% but is above the 85% standard.



Outcome Matrix

The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:

- Outcome 1: Child and Family status acceptable, System Performance acceptable
- Outcome 2: Child and Family status unacceptable, System Performance acceptable
- Outcome 3: Child and Family status acceptable, System Performance unacceptable
- Outcome 4: Child and Family status unacceptable, System Performance unacceptable

The desired result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often either unusually resilient or resourceful children and families, or children and families who have some “champion” or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well. (These children and families would fall in Outcome 2.)

The outcome matrix for children and families reviewed during the Northern Region review indicates that 83% of the cases had acceptable ratings on both Child Status and System Performance. There was one case that rated unacceptable on both Child Status and System Performance.

	Favorable Status of Child	Unfavorable Status of Child	
System Performance	Outcome 1 Good status for the child, agency services presently acceptable. n= 33 83%	Outcome 2 Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n= 3 8%	90%
	Outcome 3 Good status for the child, agency Mixed or presently unacceptable. n= 3 8%	Outcome 4 Poor status for the child, agency presently unacceptable. n= 1 3%	
	90%	10%	

V. Analysis of the Data

RESULTS BY CASE TYPE

The following tables compare how the different Case Types performed on some key child status and core system performance indicators. There was one Family Preservation case (PFP) and one PSC case (voluntary services). There was no measurable difference between court ordered In-Home services cases (PSS) and foster care (SCF) on both Overall Child Status and Overall System Performance (89% versus 90%). Both SCF and PSS cases are below the standard of 70% on Long-term View. It is noteworthy that Prospects for Permanence, Long-term View and Plan all scored below the standard, since these three measures play a critical function in resolving permanency for the child. Teaming scored below the standard on court ordered In-home cases (PSS).

Case Type		# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Foster Care	SCF	29	90%	62%	90%	93%	76%	76%	62%	69%	86%	93%	90%
In-Home	PSS	9	89%	100%	89%	78%	56%	89%	67%	89%	100%	89%	89%
In-Home	PSC	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
In-Home	PFP	1	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Collection of demographic information regarding cases included in the case sample includes the question, “Did the child come into services due to delinquency instead of abuse and neglect?” None of the 40 cases in the sample are reported to have entered services due to delinquency rather than abuse or neglect.

Case Type	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
Delinquency	0			#DIV/0!	
Non-Delinquency	40	83%	73%	90%	90%

RESULTS BY PERMANENCY GOAL

The following table compares how the different Permanency Goals performed on some key child status and core system performance indicators. There were five different Permanency Goal types represented in the case sample. All goal types scored above standard on both Overall Child Status and Overall System Performance except Guardianship Relative. However, the sample size for Guardianship (Relative) is small with only two cases. Cases with a goal type of Individualized Permanency scored below standard on Prospects for Permanence, Assessment, Long-term View and Child and Family Plan. Cases with a goal type of Remain home and Reunification scored at or below standard on teaming.

Permanency Goal	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Adoption	6	100%	83%	100%	100%	83%	83%	83%	50%	83%	100%	100%
Guardianship (Non-Rel)	0			DIV/0!								
Guardianship (Relative)	2	50%	0%	50%	50%	100%	0%	0%	50%	100%	50%	50%
Individualized Perm.	5	80%	60%	80%	80%	80%	60%	40%	60%	80%	80%	80%
Remain Home	10	90%	100%	90%	80%	70%	90%	80%	90%	100%	90%	90%
Reunification	17	94%	65%	94%	100%	65%	88%	65%	82%	88%	100%	94%

RESULTS BY CASEWORKER DEMOGRAPHICS

Caseload

The following table compares how caseload affected some key child status and core system performance indicators. Caseloads in the sample were divided into two categories: caseloads of 16 cases or less and caseloads of 17 cases or more. The case sample shows that 88% of the caseworkers have caseloads of 16 cases or less (35 of 40 workers). Caseload size does not appear to have impacted the Overall Child Status score (89% and 100%) or the Overall System Performance Score (91% and 80%). However, caseload size does appear to have impacted System Performance Indicators of Teaming, Assessment, and Child and Family Plan. Caseload size does not seem to have made any difference on Long-term View as this indicator scored below standard in both groups.

Caseload Size	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
16 cases or less	35	89%	69%	89%	91%	74%	83%	66%	80%	89%	94%	91%
17 cases or more	5	100%	100%	100%	80%	60%	60%	60%	40%	100%	80%	80%

Worker Experience

The following table compares how Length of Employment as a caseworker impacts performance. Worker experience is concentrated at both extremes. There are too few workers in the range of 36 to 72 months to determine whether the years of experience impacts practice. Worker with less than 12 months were below the 85% standard in both the Overall Child Status score and the Overall System Performance Score with a score of 71% in each domain. This group also performed below the indicator standard of 70% on Engagement, Teaming, and Long-term View.

Length of Employment in Current Position	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Less than 12 months	7	71%	57%	71%	57%	57%	71%	43%	71%	86%	71%	71%
12 to 24 months	13	100%	69%	100%	100%	77%	85%	69%	77%	85%	100%	92%
24 to 36 months	7	100%	100%	100%	100%	86%	71%	71%	57%	86%	100%	100%
36 to 48 months	2	100%	50%	100%	100%	100%	100%	100%	100%	100%	100%	100%
48 to 60 months	0											NA
60 to 72 months	1	0%	0%	0%	100%	100%	100%	0%	100%	100%	100%	100%
More than 72 months	10	90%	80%	90%	90%	60%	80%	70%	80%	100%	90%	90%

RESULTS BY OFFICE

The following table compares how offices within the region performed on some key child status and system performance indicators. Cases from all five offices in the Northern Region were selected as part of the sample. All offices except Logan scored above the standard of 85% on Overall Child Status and Overall System Performance. Scores on Long-term View were below the indicator standard of 70% from Bountiful office (13%) and Clearfield office (67%).

Office	# in Sample	Safety	Prospects for Permanence	Overall Child Status	Engagement	Teaming	Assessment	Long-Term View	Child and Family Plan	Intervention Adequacy	Tracking & Adapting	Overall System Performance
Bountiful	3	100%	67%	100%	100%	67%	100%	67%	100%	100%	100%	100%
Brigham City	3	100%	100%	100%	100%	67%	100%	100%	67%	100%	100%	100%
Clearfield	8	88%	50%	88%	88%	63%	75%	13%	75%	75%	88%	88%
Logan	6	83%	83%	83%	83%	83%	83%	100%	83%	83%	100%	83%
Ogden	20	90%	75%	90%	90%	75%	75%	70%	70%	95%	90%	90%

RESULTS BY AGE

OSR looked at the effect of age on Stability, Permanency, Overall Child Status, and Overall System Performance. The scores on Stability were close for all age ranges. Permanency scores were highest for the youngest and oldest children. Permanency scores were lowest for teens ages 13-15 and pre-teens. However, children aged 6-12 scored highest on Overall System Performance.

Age	# in Sample	Stability	Prospects for Permanence	Overall Child Status	Overall System Performance
0-5 years	15	93%	93%	93%	87%
6-12 years	13	92%	69%	92%	100%
13-15 years	6	100%	50%	100%	83%
16 + years	6	93%	93%	100%	86%

SYSTEM CORE INDICATORS

Below is data for all system indicators (Engagement, Teaming, Assessment, Long-term View, Child and Family Plan, Intervention Adequacy, and Tracking and Adaptation) over the last 15

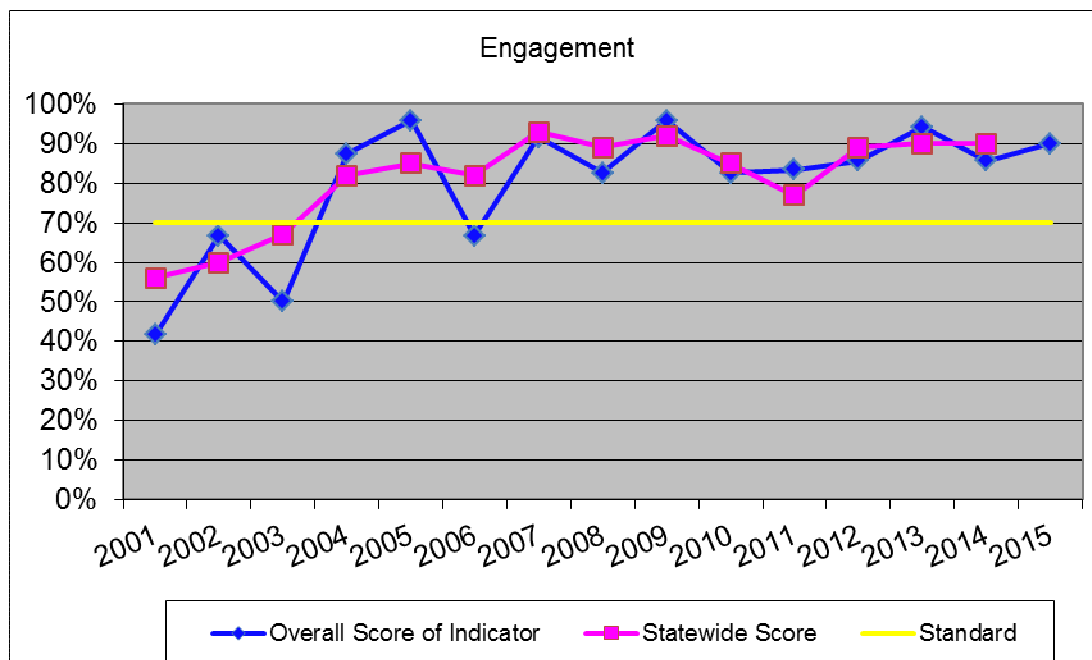
years showing how the ratings of 1 (completely unacceptable), 2 (substantially unacceptable), 3 (partially unacceptable), 4 (minimally acceptable), 5 (substantially acceptable) and 6 (optimal) are trending within each indicator. The table for each indicator in the section below shows an average and percentage score for that indicator. The line graph represents the percentage of the indicator that scored within the acceptable range. The most ideal trend would be to see an increase in the average score of the indicator along with an increase in the percentage score.

Northern region's score on Overall System Performance declined this year to 88%, which is above standard. Four of the seven System Performance indicators improved, and all seven indicators were above the 70% standard.

Child and Family Engagement

The average Engagement score matches the state average.

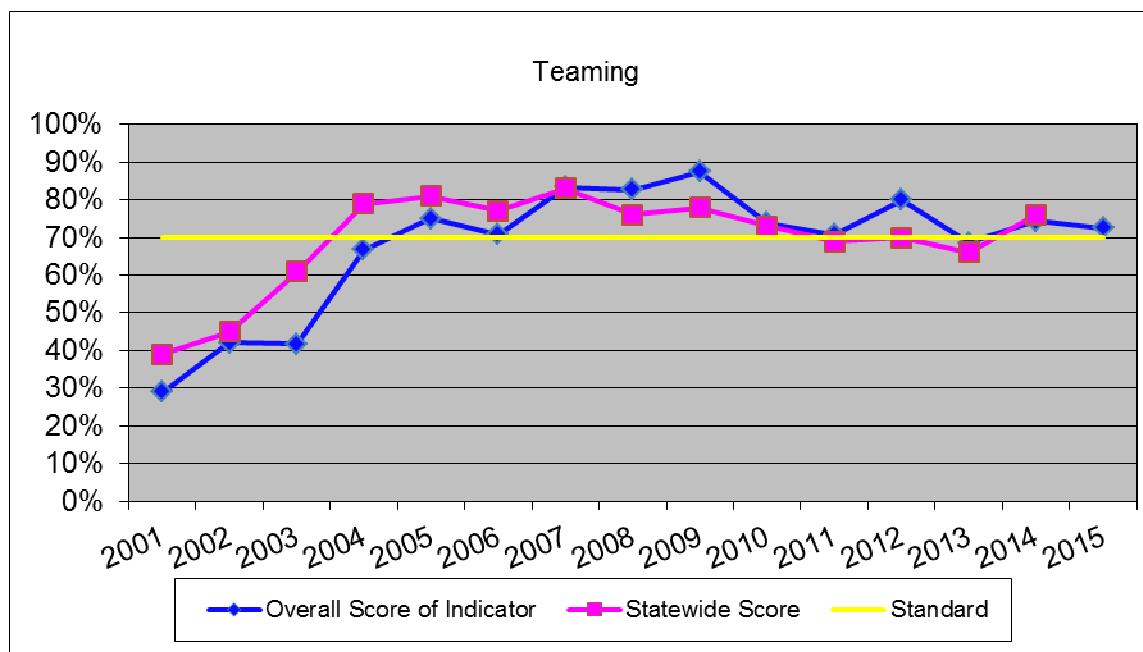
Engagement															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.21	3.54	3.21	4.17	4.54	3.79	4.46	4.22	4.46	4.35	4.46	4.49	4.46	4.37	4.38
Overall Score of Indicator	42%	67%	50%	88%	96%	67%	92%	83%	96%	83%	83%	86%	94%	86%	90%
Statewide Score	56%	60%	67%	82%	85%	82%	93%	89%	92%	85%	77%	89%	90%	90%	



Child and Family Team and Coordination

The Teaming percentage score this year is 73%, which is essentially the same as last year's score of 74%. The average score also improved for the second consecutive year.

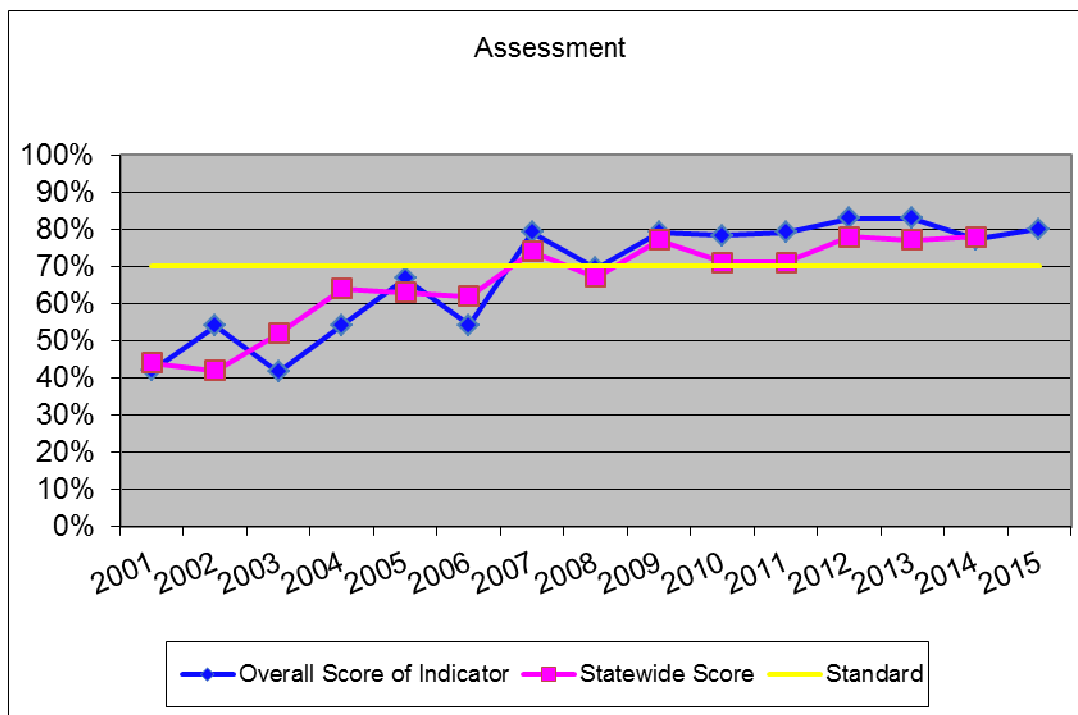
Teaming															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	2.96	3.46	3.38	3.83	4.08	3.96	4.25	4.17	4.21	4.04	4.21	4.06	3.89	4.00	4.03
Overall Score of Indicator	29%	42%	42%	67%	75%	71%	83%	83%	88%	74%	71%	80%	69%	74%	73%
Statewide Score	39%	45%	61%	79%	81%	77%	83%	76%	78%	73%	69%	70%	66%	76%	



Child and Family Assessment

The Assessment score improved but the average assessment score decreased. The region has scored above the state score for the past several years and is on track to exceed the state score again this year.

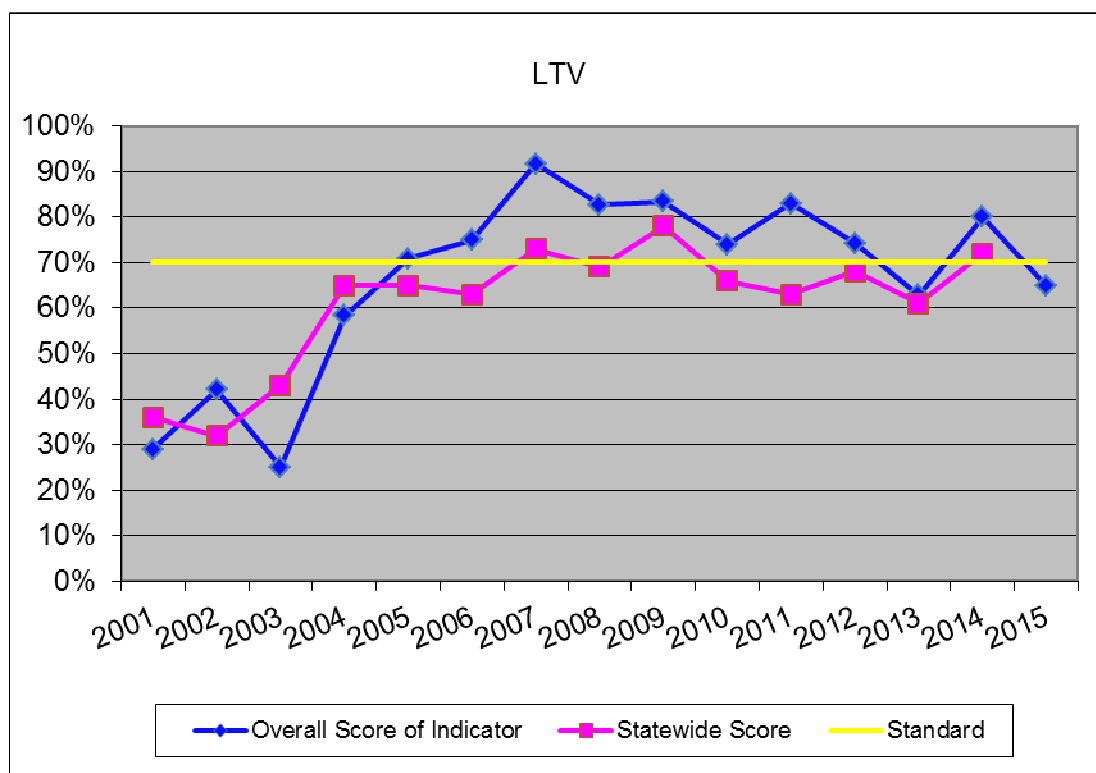
Assessment															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.25	3.54	3.21	3.63	3.83	3.54	4.00	3.91	4.00	4.09	4.21	4.17	4.14	4.14	4.03
Overall Score of Indicator	42%	54%	42%	54%	67%	54%	79%	70%	79%	78%	79%	83%	83%	77%	80%
Statewide Score	44%	42%	52%	64%	63%	62%	74%	67%	77%	71%	71%	78%	77%	78%	



Long-Term View

Both the average and the percentage scores on Long-term View decreased significantly this year. The score overall score of 65% is below the minimum standard of 70%.

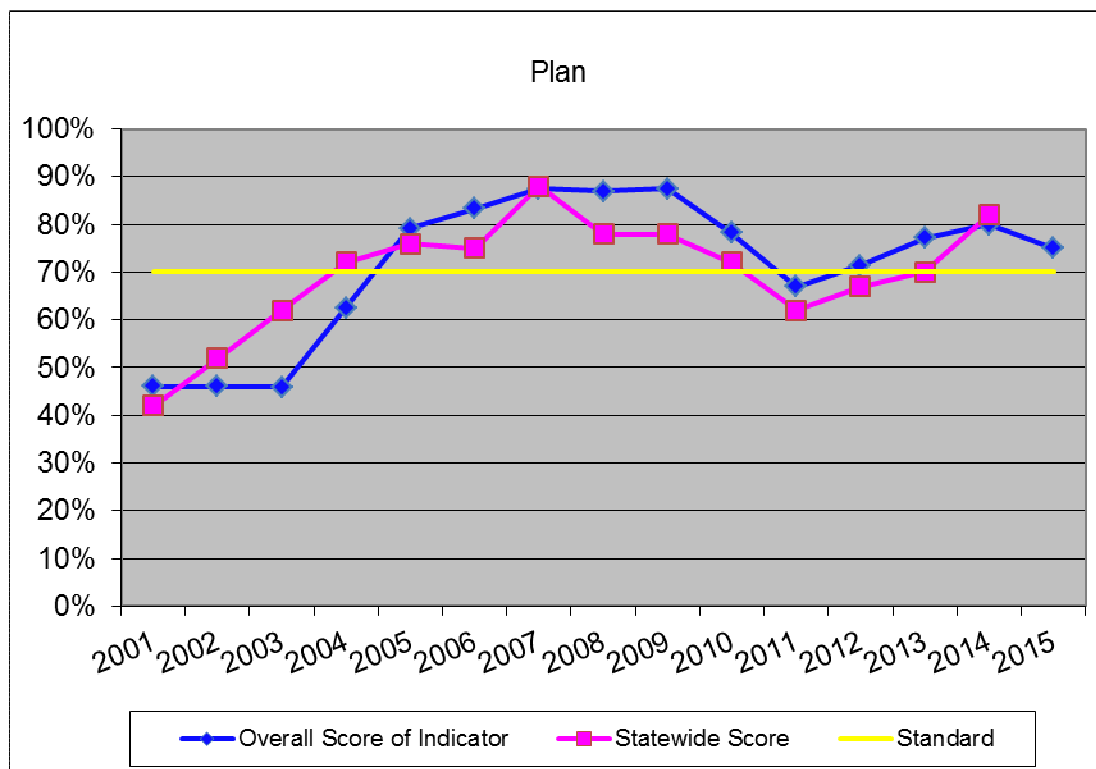
Long-Term View															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.13	3.25	3.04	3.58	4.00	3.83	4.17	4.09	4.25	3.91	4.21	4.14	3.89	4.37	3.95
Overall Score of Indicator	29%	42%	25%	58%	71%	75%	92%	83%	83%	74%	83%	74%	63%	80%	65%
Statewide Score	36%	32%	43%	65%	65%	63%	73%	69%	78%	66%	63%	68%	61%	72%	



Child and Family Plan

The average and percentage scores for Plan decreased slightly but the overall score is above the minimum standard.

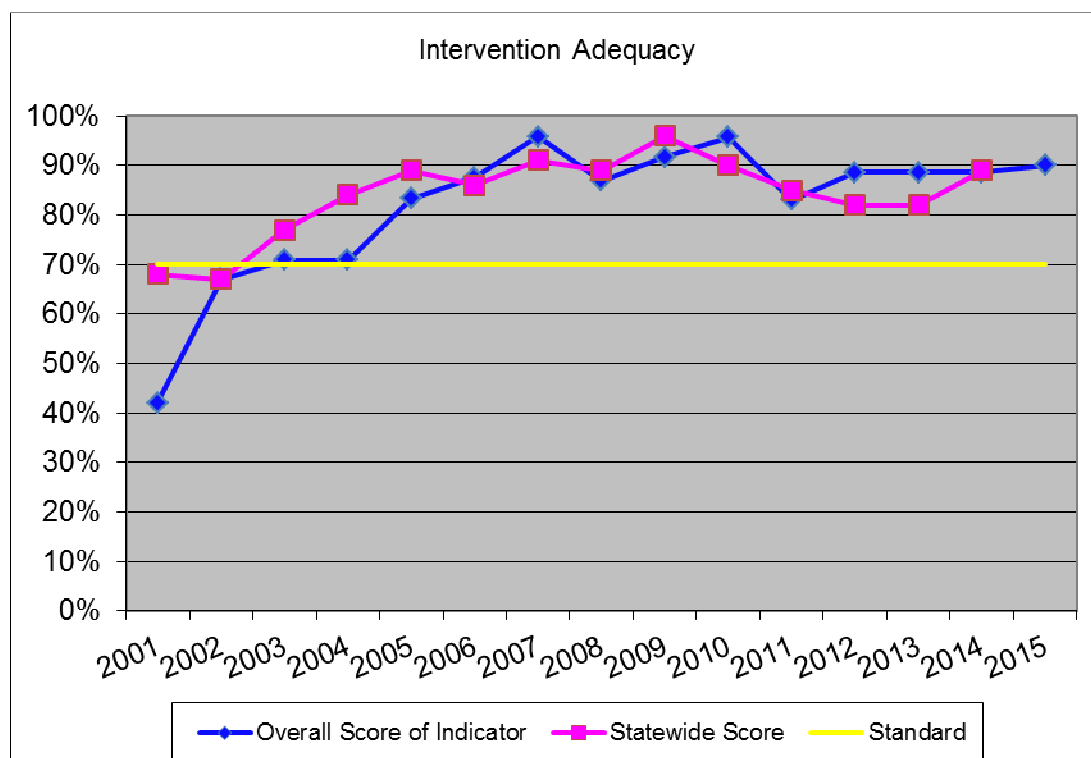
Child and Family Plan															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.42	3.25	3.33	3.79	4.21	4.08	4.33	4.17	4.38	4.17	4.21	4.03	4.00	4.14	4.00
Overall Score of Indicator	46%	46%	46%	63%	79%	83%	88%	87%	88%	78%	67%	71%	77%	80%	75%
Statewide Score	42%	52%	62%	72%	76%	75%	88%	78%	78%	72%	62%	67%	70%	82%	



Intervention Adequacy

The average and percentage scores for Intervention Adequacy were identical or nearly identical to last year's scores.

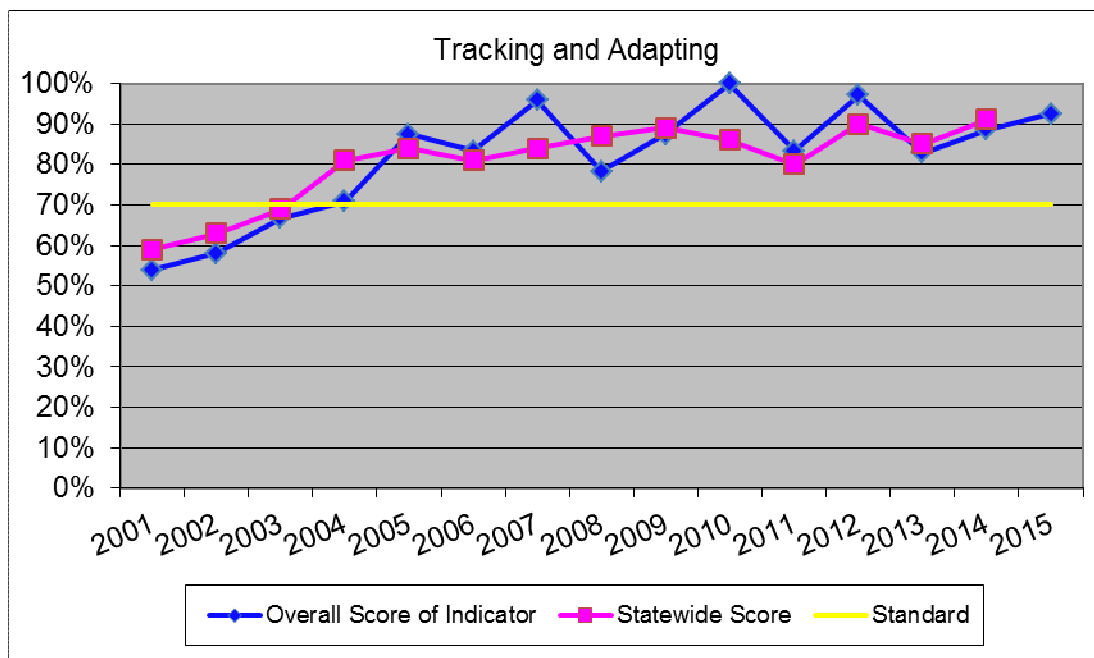
Intervention Adequacy															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.21	3.92	3.92	4.21	4.54	4.33	4.88	4.35	4.58	4.65	4.21	4.31	4.43	4.37	4.30
Overall Score of Indicator	42%	67%	71%	71%	83%	88%	96%	87%	92%	96%	83%	89%	89%	89%	90%
Statewide Score	68%	67%	77%	84%	89%	86%	91%	89%	96%	90%	85%	82%	82%	89%	



Tracking and Adaptation

Both the percentage and the average scores for Tracking and Adapting improved this year. The region has had excellent scores on this indicator for the past several years. The region's score is slightly above last year's statewide score.

Tracking and Adaptation															
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Average Score of Indicator	3.67	3.92	3.83	4.08	4.58	4.38	4.75	4.22	4.50	4.61	4.46	4.63	4.40	4.51	4.63
Overall Score of Indicator	54%	58%	67%	71%	88%	83%	96%	78%	88%	100%	83%	97%	83%	89%	93%
Statewide Score	59%	63%	69%	81%	84%	81%	84%	87%	89%	86%	80%	90%	85%	91%	



V. Summary and Recommendations

Summary

During the FY2015 Northern Region Qualitative Case Review (QCR), numerous strengths were identified about child welfare practice in the Northern Region. It is clear that there is substantial commitment and hard work devoted to ensuring the safety and well-being of the children and families.

The Region scored well on Overall Child Status with a score of 90%. However this was a decrease from last's year's excellent score of 97%. Safety remained above the 85% standard (90%), and all of the other seven Child Status indicators were also above the 70% standard.

Overall System Performance score was 88%. This is a decrease from last year's excellent score of 94%. Scores were above standard on other system indicators except Long-term View (65%).

Summary and Recommendations

Northern Region scored below standard on Long-term view which will be addressed by a regional Program Improvement Plan (PIP).

Factors which have adversely impacted Long-term View:

- There were 22 cases with the **goal type of Reunification or Individualized Permanency** and 65% and 40% of these cases were deemed acceptable respectively.
- There were 20 cases assigned to workers with 0 to 12 months or 12 to 24 **months of experience** and 43% and 69% of these cases were rated acceptable respectively.
- There were 11 cases managed in the **Bountiful and Clearfield offices** and 13% and 67% of these cases were rated as acceptable respectively.

The Program Improvement Plan for Northern Region can be found at:

<http://dcfs.utah.gov/reports/>